



“People Want to Know that You Care”

Foundation of “Value of the Person” and “Theory R”

WSAU (AM 550) News/Talk Radio, “55 Feedback”, Wausau, Wisconsin
“Restoring Our Founding Freedoms” – Freedom 21 Radio Series
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[Program Note: This transcript of the interview of Wayne Alderson has been abridged (...) yet captures the majority of the discussions and points made in the interview. About halfway into the show and unbeknownst to anyone including Wayne, he experienced on the air a mini-stroke (a TIA or Transient Ischemic Attack). Though a rare occurrence for him of late this TIA was likely caused by his near fatal war injuries and at the time of the interview affected his understanding of some questions and also some of his responses. This included his later repeating that he was “a tough, bottom-line, results-oriented leader.” He still completed the hour and a half interview then was rushed to the emergency room and was kept in the hospital for several days. Whether we are able to re-interview him or not we want to wish him well, and salute him for his exemplary toughness before the WSAU listening audience, and for his inspiring commitment to the Value of the Person.]

Pat Snyder and Tom King – WSAU “55 Feedback” Co-Hosts
Wayne Alderson – Founder and CEO, Value of the Person/Theory R Consultants, Inc.

Highlights **bolded**, underlined, and/or *italicized*.
Comments [added].

First Half of Show (9:00a.m.)

Pat Snyder – And good morning everyone. Welcome to another addition of ‘55 Feedback’. Today we’re lucky to have the founder and CEO of “Value of the Person, Theory R Consultants”. Wayne T. Alderson is with us. He’s a consulting firm based in Pittsburgh, PA that is on the fast track of forging some new ground in quality and productivity excellence, and human resource leadership. Wayne and his staff nationally recognized as leading business spokes peoples, seminar leaders, and motivators. His theory and his book the “Value of the Person”/“Theory R” is widely used in colleges and universities, and just by a lot of management. As it says in the book, “the book all employees wish their managers would read and put into action”. And Wayne, thanks for joining us this morning.

Wayne Alderson – It’s good being with you Pat and Tom, and with your listeners.

Pat – Well, the “Value of the Person” (VOP) concept. In this day and age when we’re hearing about the oil companies and the price gouging, and CEOs making \$400 million in their retirements and things...let’s talk about your beliefs and your business and your background to kind of help explain what this concept VOP, what it is...maybe to start finding out where this came from, where this VOP concept came from in your life, and how it came about.

Wayne – Well, I guess it took seed many, many years ago. I grew up in the coal fields of western Pennsylvania. My dad was caught up in the beginning of the labor movement with John L. Lewis [President of the United Mine Workers of America, from 1920-1960] and Philip Murray [Vice President of the UMWA from 1920 -1942, then president of the United Steel Workers of America (USWA) from 1942-1952] that perhaps your listeners don’t

remember. There were a lot of wars and the unions were coming into being. Not because they wanted more money and benefits – all of that was extremely important. But my father and family, we became involved in the labor movement, to bring dignity and respect to the coal miners. And I guess the thing that stuck with me all these years as I started to grow and get into management, which alienated me from my whole family (seven brothers and sisters, and mother and father) – (was) that I wanted to change management. And my father would come home from the mines filthy and dirty, and he would say this to my mother – he'd say, **“Eed [Edith], if they would only value me as much as they value the mule.”** And that stuck with me all these years.

And for the rest of maybe my younger life up 'til I was eighteen years old, I saw where there was no value. And so when I joined the management ranks I wanted to change management. The Value of the Person concept stuck with me and then I decided -- I came to grips with, “Why the hell do we in management treat our employees (union or nonunion)...why do we treat our employees like they're less than we are?” And that was the beginning of what is now my 35th year in bringing that concept into the workplace.

Pat – You also served in World War II. Was this VOP integral there in your service to the country?

Wayne – Yea, it's bothered me ever since. You know I was a young kid when WWII started. I was sixteen and couldn't wait when Pearl Harbor started and I wanted to get into the war. Was so young at sixteen and seventeen...my mother blocked me from going in, would not permit me, would not sign-on so when the first day I turned eighteen man I split. And it didn't take me five minutes when I was in combat after three or four months -- “What did I get into?!” And there was no value at all, and so all I knew was the killing (I'm sorry to say), the killing, the pain, the suffering of everyone -- even the citizens over in France and Germany.

So for my first eighteen years of life I experienced no value -- was confused, was in and out of hospitals for eight years 'cause I got seriously wounded [in Germany] and I have a hole in my head from many operations. But anyway, I survived and then for the next eight years trying to survive the wound that they said I would never see my 21st birthday. And so that was the foundation, not on VOP but the need for the VOP that started my movement and my commitment that when I (not if), but when I got into management I would implement the VOP as I could perceive it. Because there were no books written or anything else on labor and management, [on] unions and management. And that spread to universities and schools...the great need for it. So, the first eighteen years and then eight years in hospitals – so I was about 26 or 27 years old before I started to put some meat on that terminology.

Tom King – How was your idea received at least initially by management? I would imagine not well?

Wayne – No, the only thing that the union and management could agree on – you have to understand -- I come out of the Pittsburgh area, so therefore that was the birthplace of the labor movement. And (...) my grandfather was killed in the mine so there was a lot of hatred. So I was not received well at all. The only thing union and management could agree on (me) was that we have to stop this philosophy of Alderson. Because if it works they were worried about tilting the power because at that time they had the government and everyone involved in how to bring some kind of working together with union and management. So the only thing they could agree on was the fact that the VOP could not and should not take place in the workplace. So they agreed on me.

So in the early, for probably the first 20, 25 years it was rejected. But the rank and file

people (normal working individuals) started to hear about it. And then when the book was written, Stronger Than Steel, then that started to take shape. And I noticed in about the beginning, let's say around 1990-1992, corporations [management] and unions [or

employees] came up with the understanding that **if they wanted to be successful and survive they would have to build relationships with each other** – which is what I've been talking about all those years.

The problem was they used programs: TQM [Total Quality Management] and on and on, all the buzzwords, the programs that turned off employees. Not that the programs were bad, but the union and management wanted to manipulate the programs, especially management. And so **the VOP was not a program, it was a cultural change, it was "a way of life"**. And so I noticed that change and I'm more accepted now. But I've developed a credibility of committing the rest of my life, which was 35 years ago, to that movement. And so that's the message of the VOP. So what wasn't received at all around 20-25 years ago is being received well today. The only thing is management doesn't know how to deal with it properly. Because it needs a management change from Theory X, Y, Z to a whole new theory called Theory R – what's the right thing to do.

Pat – Okay. Hold that thought Wayne, we're going to take a brief time out here. We're talking with Wayne Alderson. Again, his program is the leadership, teamwork, and profitability of Value of the Person/Theory R. And we'll come back and take your questions as well during this time period with Wayne Alderson on "55 Feedback."

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Pat – And welcome back, we are visiting with the founder and CEO of VOP/Theory R...Wayne Alderson, who is with us today talking about his theory. We got to talking there a little bit about the book, Stronger Than Steel. It's the Wayne Alderson story. It was written by [Dr] R.C. Sproul. (...) How long after your success at Pittron Steel did this book come out?

Wayne – The book came out I believe around 1980-81. It was very controversial because R.C. Sproul is a great theologian. And people at the highest level, household names (I won't mention them, but most people would have known the names...some are still living), did not want that book to be published. They wanted the theologian to stay on the reservation [laughter] and not get involved in marketplace kind of philosophy, and to stick with what he knew best – theology. And after a lot of struggling R.C. Sproul decided he wanted reformation, and this was the way to go. So he wrote the book and came under a lot of criticism behind the scenes from the Christian community.

Pat – Now at the time of this book, actually the early 70's, you were the Vice President of Operations for Pittron Steel?

Wayne – Yea, a division of Textron out of Providence, Rhode Island. I started there in the late '60's [was the controller] and it started to take shape as I progressed up the ladder and became VP of Operations with union and management (or the employers) hating each other. And I found myself now totally in control and in-charge. So what am I going to do? And I kept remembering my father's words, "**Eed [Edith], if they'd only value me as much as they value the mule.**" We valued the machinery and the equipment more than we valued the employees there. And so I was sort of convicted that now is the time to do something.

Pat – Now at the time...talk about being on the ropes...didn't the union call a strike and wasn't a strike underway when...[you were promoted to VP]?

Wayne – It was an eighty-four day strike and like most strikes, at least for us in western Pennsylvania (a coal-fueled steel mill), a lot of violence and destruction...[called] “Eighty-four days of hell”. There were strikes in that operation. They never ever signed a contract but had a strike. And so it became a way of life. And that was the beginning of the Value of the Person being developed, being implemented -- standing the test and the changes astronomically being made.

Tom – You must have had to find a counterpart on the other side to buy into this. How difficult was it for the union leadership to believe what you were telling them in this massive sea change?

Wayne – They didn’t believe. I went to a meeting – I just knew that what we were doing wasn’t working. So when the strike was on I went to -- I was called to a union meeting behind the scenes which (I didn’t know) was stupid. I wasn’t worried about the union contract. We were paying attention to the union contract and all we were doing was losing millions of dollars. So Sam Piccolo was the union president, and I hated him and he hated me. And so (before the) strike was over we were going to close the plant. And I went to the meeting and I said, “Why the hell don’t you trust me?!” He said, “We’ve trusted everyone else and they’ve betrayed us.” And I said, “I can’t talk for anyone else Piccolo, but trust me, give me a chance! We’ll work together.” And that’s what settled the strike. [Pat – Wow!]

And we then began building relationships that up to that time...and it was the international headquarters of the United States Steel Workers [Union]...and Piccolo came to me...I broke down the barriers and we started to walk together and build the trust and the relationships. And **it wasn’t a program, it was a cultural change. We had to think differently and build relationships.** And we did that. The other managers and the other union officials saw the advantage and we became a family together. And it’s documented in a documentary film called “Miracle of Pittron”.

Pat – Now you got the trust there of the union and worked together. Now when you started to build on that did you have much opposition from management saying, you know, “Wayne, what are you doing here?! You’re giving them this, you’re giving them that...!” How did you overcome that?

Wayne – Well, there’s a terminology that I’ve coined, and that is that every organization...a guy like me has their staff. They disliked me -- they didn’t want me. I didn’t come up through operations like they did. So the greatest opposition I had was not from the unions or its members, or some of the supervisors. But it was my staff, my “palace guards”. And every operation [company] has “palace guards” – the 10% that does not want change. So they opposed the VOP because they believed at that time that we would be giving the plant away: we’ve just come off an 84-day strike, we have to beat them into the ground, you can’t show weakness, ...all this other crazy stuff that was costing us millions of dollars! And so my staff did not accept me, it did not accept the VOP, it did not accept Sam Piccolo and his committee. And so I had to deal with them first.

And when I dealt with them I basically told them, “There’s a whole new dawn dawning here. We are no longer going to deal with Theory X, Y, Z. We are going to do the right thing”. And they found out it made their job easier. And they were not as threatened as they thought they would be. So there’s a lot of things I don’t understand that took place Pat, but I can tell you this: great things happened! And that has been investigated, it has been checked out, everything in the book [Stronger Than Steel] has been checked out. What happened – that book Stronger Than Steel has been underrated, and it has been very conservative, and only putting in what the truth was. And that has really blossomed into the movement of The Value of the Person, Theory R...that corporations desperately want. And I feel the areas that need it as well [are] in the schools, in the healthcare

(hospitals) -- that's the worst relationship problem in any industry in the United States is what's happening in healthcare, in hospitals. There's no value of the patient because there's no value of the person ([specifically] the nurse there). The way we've ripped off nurses is a crime. (...) ...And its other part...what's happening in our schools where there is no value of the student because there's no value between administration and teachers.

Pat – And we should say, now this Pittron Steel, before the Theory R management [Wayne – Right], and then within a 21-month period after implementing the Theory R management: went from a \$6,000,000 loss to a \$6,000,000 profit [Wayne – Yea], you increased employees from 300 to 1200 [Wayne – Yup], your productivity went up 64% [Wayne – Yup], grievances went from 1200 to just 1?!

Wayne – Yup. And that was a political grievance because one of the guys didn't like Piccolo. [Laughter] So basically [he] filed a grievance against Piccolo but using a company reason for doing it. And Piccolo, man, I wanna tell ya, he had the gazoos to stand in there. I mean, any union president – just anyone would know that to get a union president coming off an 84-day bitter, bitter strike, and joining hands and walking with me (the guy that hated him before that because he hated me). It turned the things around, and it was revolutionary that the union leadership I.W. Able [CEO of United Steel Workers of America Union, 1965-77], who really admired me and I met with (...), said the biggest mistake he made was letting management influence him to keep away from the Value of the Person.

Pat – Wow. Wayne, we're going to take a quick newsbreak here. Hold on a second. We're again talking with Wayne Alderson. Two books, one of course Stronger Than Steel written about his story by R.C. Sproul. And the book Theory R Management by Wayne T. Alderson and his daughter Nancy Alderson McDonnell. We'll talk more about that, get into the Theory R Management after this newsbreak.

-----NEWS BREAK-----

Pat – Welcome back to '55 Feedback'. The founder and CEO, of the Value of the Person/Theory R. The book can be found in bookstores, also the web site www.valueoftheperson.com. Wayne Alderson is with us. Wayne, we've learned a little bit about the history how this got built up. When did you get the idea you wanted to take this from Pittron Steel, and take it to a national audience?

Wayne – Well, there was an operation [company] in Milwaukee, Wisconsin that purchased from Textron the Pittron, the foundry, because it was successful and on, and on, and on. To cut to the chase (...), when they bought Pittron they wanted me to change my approach to the union because they did not like the union, they did not trust the union, and I had to become like them. Now, that doesn't mean I was a good guy and they're a bad guy. It just simply means that a vice president from a company that's being acquired doesn't tell the CEO that you can't... [But] I'm not going to change, I'm not going to change. I'm going to continue to run this operation, and all I want you to do is to judge me on my results. And so I made a decision that I wasn't going to change. That may have been insubordination but I was not going to betray my management staff. I was not going to betray the union. And I wasn't going to betray myself.

And so I left there in 1974 and immediately calls started to come [for help in other companies] and so I made a decision to spend 50 years – I believed it would be 50 years before the Value of the Person would take root in America, and become a way of life in the workplace. And so it's been 35 years since I've done that. And I can tell you that it's been tough, I've been shot at, I've been threatened, I've been beat up. It has been interesting. And my war experience helped me through this period of time where now it's changed. And so what they tried to do in that period of time – if I could just say this [Pat

– Sure!]: see, **the system (really) does not want change**, particularly in the market place. And so they have to neutralize anyone that's coming through with a change that's not a program...that's a cultural change, a way of life, "we need to change things". And this is what government is [and many companies are] unable to come to grips with.

And so I emerged, emerging out of the people that want to stop it...so it's the message that I am saying to your audience, to you, to the country... the Value of the Person message, the Theory R message is right. So you cannot pull down and attack the message – who would say they don't want to be treated with love, and dignity, and respect? Who would say they don't want to be treated with value? So those [who] want to oppose it and to neutralize me, the (way) to neutralize a message is to destroy the messenger. Find fault with the messenger. And here's one of the things they find fault with – because my record will stand the scrutiny and it has. I say listen to the message, not the messenger.

And so one of the ways they try to destroy me, or pull me down and bring discredit to me [is] by saying, "Well, he's a Christian, so therefore he wants to make Value of the Person a Christian movement in the workplace." And I'm saying when they think like that they are crazier than hell! [Laughter] That's not what I want. And what I want is for the message to get through, that valuing people with love and dignity and respect (Theory R) it is the right thing to do! And so those [who] try to paint me... – now am I a Christian? I guess I am, but more Christians are praying I'll be born again. And the problems in the workplace and many times (...) the church needs the value of the person as much and maybe more so than any union or management shop, or any foundry. The Christians that know that we need to treat people with value are the ones that don't do it when they get in their key positions!

So the system wants to bring discredit to the messenger to stop the message. The message is too powerful. It's been 35 years at the grassroots level, and my 15 years is yet to come. But I believe that within that 50 years it will take root, and it will be a way of life in the market place because of the violence that's going to come out of the market place if we don't change.

Pat – Well let's talk about the fundamentals of Theory R. Can you maybe give us a description here?

Wayne – Yea. **Value of the Person is basically -- it's a way of life**. It's a universal principle, with universal application. And that means it's for everyone. And when you or anyone perceives or experiences that the people they are working with values them as a human being, when they perceive and experience that, problems have a way of dissolving, and productive work takes place. See -- employees, people -- they do not care how much you know. And knowing and experience is important in the workplace. But people do not care how much you know. They want to know how much you care about them. And that is a basic, fundamental understanding that we do not understand. We think when we have titles and we have power and position that we're their leaders. We're not their leaders. Because you have a title does not make you a leader. There're more leaders in the workplace and among the employees if management could understand it.

So the Value of the Person is that basic truth of life, that universal principle for everyone. **In management we need to be what we want the employees to become.** And the VOP is not a manipulative kind of thing that people will want to use. And so it's a tough, disciplined style of leadership. It is tough, and I believe that **the by-products of implementing the VOP would be unbelievable results**. And I believe that when we do it we will not be exporting jobs, we'll be importing jobs from China and all those other places. That the trend is going to change because I (this is me now, this is Wayne Alderson), I don't believe there's anyone that's smarter, that's more committed, that can

work in a smart[er] way -- the American worker is the best. The American worker is not being led by leaders in management. They're being managed by managers [who are] only looking at the bottom-line.

Now because I said that I want the listeners to know this – I am a tough, bottom-line, results-oriented leader! I am tough, and the by-products of valuing people will explode the balance sheet and the P&R [pay roll], and the P&L [profit and loss] statement. And where the employees come in, the employees should share in some of those results. And when there's a union, then the union can do that in a contract. Where there is no union, they still need to share [in] some of the results. **But you do it because it's right. You do not do it to get the results. You do it because it's right, and results will become a natural by-product that will explode the P&L and the balance sheet.**

Pat – Okay. Let's take a call from a listener Wayne. We have Oliver. Good morning Oliver.

Oliver – Good morning Pat. Quick question – How can this Theory R be incorporated in and have you contacted...whether it's Christian colleges or secular schools...to try to see this? As a professor I've taught Theory X, Theory Y, Theory Z. My students went through "Theory ZZZ" if they slept through class, but the bottom-line seriously is, is this Theory R something from your book Sir that you can export into the classroom so that these people who are managers can become the leaders that you have been?

Wayne – I am on campuses a lot because I believe that we need to capture the mind, the spirit, the heart, and understand on the campuses the damage that professors are doing to the students -- by not letting them understand and know the difference between what you said, and a whole new system that young people are so interested in. And so I spend an enormous amount of time on the campuses throughout the United States. People want to know how do I do it. (...) You reach the minds, the hearts of the students – the problem is that in those universities, the colleges, too many of the professors don't understand it themselves! And so it is the cry for the students, and I'm in enough MBA schools and around this country, and the unbelievable (...), professors don't understand the mind, the heart of the students! They [students] want to know what's going to help them in their careers, so I spend enormous amounts of time on the campuses throughout the United States. People want to know...(...) [the] unbelievable opportunity for their life, for their career, and for the change that's needed in the market place.

And I want to tell you, these students (...) go ape [Pat – Right.] over the VOP/Theory R. And the biggest problem is not that the professors are bad, they are not. I've found the professors are wonderful on the campuses. I'm not talking about the administration [... they're not wonderful]. But I am talking about the professors and the academia (...). And so you find that and so I'm on the campuses a lot. And the point is (I don't know how to say it nice so I'll just say it) [Pat – Okay, go ahead] the professors and administration are at odds with each other. And the students in the classroom pay a tremendous price for that. And so when I'm on campus and I'm talking about **the VOP/Theory R...** "make that **your leadership style, become a leader, not a manager**" ...those students go ape crap when they start hearing someone talking about the nitty-gritty. And so I'm on campuses an awful lot. And because the administration and the faculty are at odds with each other, and they're fighting a lot of times for control, that they're not interested as much in the student as they are on the political implications that are on the campuses today.

Oliver – I concur, having taught for one school now for over twenty years, and having taught for several others as an adjunct. Is there any way Sir that we can get in touch with you? Do you have a web site and all that? I only got in for the second segment today. Do you have a web site or an e-mail address that people can contact you?

Wayne – Let me give you (...) my phone number. It's Pittsburgh, Pennsylvania. That's (412) 653-4287. And my (...) cell phone number would be (412) 719-5251 (...) or (412) 719-0712. And my FAX number would be (412) 341-4850. My [web site] is www.valueoftheperson.com.

Oliver – Fantastic! Well thank you very much, I appreciate it, and keep teaching it.

Pat – All right. Thank you Oliver. All right. Wayne, hold on a second we're going to take another break in here while we have a chance. Your questions are invited for Wayne Alderson. It's Theory R [Leadership]. He is the founder and CEO of Theory R. Value of the Person and the Theory R Seminar. We'll talk more with Wayne in just a moment.

Second Half of Show (9:45a.m.) Highlights

EMPLOYEES, FAMILY MEMBERS, EVERYONE
MANAGERS, UNIONS, GOVERNMENT
LEADERS
TEAM

Wayne's VOP/Theory R Takeaways

The Value of the Person way of thinking is not a (religion), however it is a godly way of life to treat people with love, and dignity, and respect because that's what we all thirst for. **We thirst and desire and hunger to be treated with love, and dignity, and respect.** And when you value a person, **you value their family as well.**

The Value of the Person (VOP) concept was opposed [at Pittron Steel] by management, and sometimes by local union people [who] didn't understand it. We have too many people in leadership positions that don't understand people, and are afraid of workers. It's risky on those of us that are in management to not understand the thinking of the working person. **You show me an operation that doesn't have the results, and I'll show you a management group that doesn't understand people.**

The employee is your most important asset. The worker is not the enemy. You do not explode the bottom-line by having employees at whatever level/at whatever their education level is, looking at each other as the enemy.

If you're getting paid to run an operation, why the hell would you ever look at the workers as the enemy as many of us do? Then that forces people into unions or non-unions. We're all carrying so much luggage and baggage, and unfortunately it's hard for people to trust management. And management has been their own worst enemy.

There are too many of us in management who look at the employee as something less than we are. We that are running the operations, we cannot look at our employees as something less than we are, and then to manipulate them and use them, and burn them out and throw them away.

Management too often has used (Theory X, Y, Z or TQM) programs to manipulate employees, but by their actions it's contradictory. **You cannot manipulate workers without them knowing it and resenting it.**

In many cases the reason there's a problem is because the management does not value the employee and they never do the right thing. An organization that takes care of their

employees, and doesn't belittle them or treat them like second-class citizens, will get from them their best.

The by-product of a good leader/manager is reaching the mind, the heart, (and) the spirits of the employees. Until we start coming together and listening to each other, and giving each other the benefit of the doubt, we will not have the productivity and the results that we all need. And make employees as much as you can a part of your decision-making process! The employees know a hell of a lot more than management knows if we would tap into their spirit, their mind, their thinking, and their ideas.

There's a greater responsibility on management to implement the VOP and **create a culture where people are important.** It's basically those of us that are in the workplace, those of us that are in leadership that run the organization, that have a greater responsibility to implement the VOP than do the employees. **Management has an awesome responsibility to value their employees and to treat them with love, and dignity, and respect.** And where the message of the VOP has been rooted, integrated, and implemented for the right reason -- not manipulated -- great things take place.

How we manage dictates a great deal the morale and the interest and the productivity of employees. I find when there's a breakdown in morale, in most cases it's because the way those of us who are in charge treat the people underneath us.

We need to **create the environment in which people choose to do quality work.** How you value the employee is critical to everything that happens in your operation.

[But be genuine.] Those of us who are in management too often talk one way and act another. You have to walk your talk.

We need to -- and I know this will turn some of you people off -- but I'm gonna tell you: we need to be kind, gentle, and caring for the individual, [while not] giving away the shop. We need to run our organizations with compassion but also with discipline. And that's what the VOP does -- treats people with dignity.

The VOP is not a giveaway program. (Management has a right) not to condone absenteeism and poor morale and on and on...whatever has a negative effect for the company on their production. We in management have the right to manage. I don't find fault with that. Profit and productivity and return on net-worth should be sacred words.

It's a very disciplined style of leadership that looks out for each other. That [successful] manager out there that is tough and disciplined will (also) care about the employee.

A team and a group that works (well) together will produce the best, will value each other, will value the organization, and will want that organization to make money. The worker, if you're in management, should be your best friend. If you value people, treat them right, they will not expect you to give the organization away. **90% of the time the employee will honor that and will give back to management what he receives.**

Where you value the individual and treat them with love, and dignity, and respect, and discipline -- people will go the extra mile for that type of an operation and that type of a manager. I believe **you explode the bottom-line when the people come first.** But if you don't have that idea and that thinking in valuing your employee, you tell me how that employee is going to value the customer? If management values the employee, employee will value his or her job 90% of the time. And **if he receives love, and dignity, and respect, and discipline -- the organization will flourish.**

I'm a tough, disciplined, bottom-line, results-oriented manager/leader that values the employees and gets the best from them because it's the right thing to do.

----- End of Program -----

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Background of WSAU News/Talk Radio "55 Feedback" Guest for May 8, 2006

Wayne Alderson

Back in WWII an eighteen-year-old American soldier named Wayne was walking point for his Army unit and was literally the first American soldier on the ground to attack into Germany. The day he and his Army division attacked was also the day that would change his life forever. With Wayne badly injured and on the edge of being mortally wounded the other point man named "Red", out of love for his fellow soldier, held Wayne in his arms with his own back to the enemy. But an enemy bullet headed for Wayne struck Red first, killing him and thereby saving Wayne. Wayne barely survived that day, but never forgot the compassion and value Red had shown him. Years later, Wayne Alderson, as the new VP of Operations of Pittron Steel, a huge steel foundry in Pennsylvania, would take that same idea of value and would save the company (and its work force) from ruin.

This turnaround would receive national acclaim and the personal interest of U.S. Presidents. He has appeared on all of the major television networks, including the "Today Show," and been featured in newspapers and magazines around the country.

Following Pittron, Wayne Alderson moved on and started up his own consultant firm called "Value of the Person, Theory R". A book called *Stronger Than Steel*, was written about his life and the national recognition he received because of his successes in leadership and management. A second book called *Theory R Management*, written by Wayne and his daughter Nancy, is a composite of case studies of organizations which have achieved exceptional long-term success from the "Value of the Person" approach.

Wayne's consultant firm, with a first-rate reputation, has been contracted by large and small corporations, including the 3M Corporation, Ford Motor Company, Boeing, H.J. Heinz, AT&T, Owens-Corning, Arco Chemical, and Gillette.

For Additional Value of the Person Information

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